

# Ensuring ethical business and strong governance practices

Building trust is essential to our success. SBS Transit prioritises integrity and transparency in all stakeholder interactions, underpinned by strong governance.



Business Integrity  
and Corporate  
Governance



Responsible  
Supply Chain and  
Partnership



R&D, Technology  
and Innovation



Cybersecurity  
and Data  
Privacy



Asset Protection  
and Security

## ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

### BUSINESS INTEGRITY AND CORPORATE GOVERNANCE

## Business Integrity and Corporate Governance

Upholding a culture of integrity and ethical  
conduct throughout our organisation

A strong and effective governance framework ensures appropriate management, protects the interests of our shareholders and stakeholders, and achieves long-term sustainable growth. This framework supports our commitment to ethical operations, full legal and regulatory compliance, and upholding the highest standards of risk management.

### CORPORATE GOVERNANCE

The Board of Directors acts as the steward of the Company's long-term value and sustainable growth. It sets the strategic direction, oversees all aspects of the Group's business, and holds executive management accountable for performance. Board members are required to act independently, prioritise the best interests of the company and its stakeholders, and always approach their duties in good faith.

The SSQC is also responsible for annually reviewing and approving SBS Transit's Sustainability Report, which includes our materiality assessment and performance against set targets. Our sustainability targets are regularly reviewed and agreed upon during SSQC meetings. SBS Transit's Senior Management provides the SSQC with quarterly reports on the organisation's ESG material topics, including reviews of ESG strategy, policy developments, and performance achievements. Any significant concerns from the SSQC are raised for discussion at the Board meetings.

Additionally, ESG considerations are integrated into Senior Management compensation. In 2024, the weightage of the consideration of ESG targets and performance metrics within compensation has increased from 20% to 25% of their annual balanced scorecard performance, instilling the accountability for achieving positive ESG outcomes that benefit both our shareholders and stakeholders.

### Ensuring fairness in the nomination and appointment of board members

The Nomination and Remuneration Committee (NRC) prioritises diversity in Board composition and succession planning, ensuring all appointments are merit-based. To maintain a balanced and diverse Board, the NRC considers size and composition, emphasising a range of skills, knowledge, experiences, age, and gender. Candidates are evaluated for expertise in areas such as environmental stewardship, diversity, equity, inclusion, cybersecurity, corporate governance, and regulatory frameworks. Additionally, the NRC values experience across the labour, government, and business sectors to foster tripartism. This comprehensive approach aims to cultivate well-rounded discussions and informed decision-making.



## ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

### BUSINESS INTEGRITY AND CORPORATE GOVERNANCE

The latest revision of our Board Diversity Policy mandates the inclusion of at least one female director on each Board Committee. In 2024, one female director was a member of the NRC. Moreover, we have attained 27.3% female representation at the Board level, which surpasses the target established by Singapore's Council for Board Diversity.

Upon appointment, Directors receive the Board's terms of reference, which outline their authority, duties, and responsibilities. Directors must avoid conflicts of interest and, if any arise, promptly declare them, and recuse themselves from related discussions or decisions. If the Chairman faces a conflict of interest, such as during remuneration or re-election discussions, they must also recuse themselves, allowing remaining Directors to elect a peer to lead the discussion. Shareholders with concerns over the independence of our directors, or any other critical concerns have the option to use our independent whistleblowing channel to raise these areas to the Chairman of the Audit Risk Committee (ARC).

As of December 31, 2024, the Board comprised 11 Directors, with 63.6% being independent, exceeding the requirements of the SGX Listing Rules and MAS's Code. SBS Transit seeks Directors who exhibit integrity, expertise, business acumen, shareholder orientation, and a genuine interest in the Group.

#### Monitoring Board Performance

All directors at SBS Transit participate in an independent annual Board Performance Assessment that evaluates both individual and peer performance. This assessment reviews the effectiveness of the Board as a whole, as well as the individual performances of each Board Committee and Director. The NRC evaluates the overall performance and growth of the Board, the Board Committees, and individual Directors. Key factors considered in assessing each Director's contributions include meeting attendance, expertise in specialised areas, maintenance of independence, strategic networking, and involvement in corporate activities.

The performance of the SSQC is assessed through a review of the following:

1. The implementation of SBS Transit's sustainability strategies, including materiality assessment;
2. SBS Transit's compliance with policies, and alignment of sustainable development policies with laws and regulations;
3. The SSQC's commitment and appropriate allocation of resources to achieving the desired outcomes of SBS Transit's sustainability strategy, including the achievement of reported sustainability targets.

Quarterly Board meetings are held to discuss SBS Transit's impact on the economy, environment, and society, including due diligence processes. The Chairman of the ARC and the SSQC reports to the Board, seeking endorsement for policies or initiatives prior to implementation. In 2024, no critical concerns were identified, and hence, none were raised to the Board during that period.

#### Ensuring effective management of sustainability matters through our Board Training Programme

To ensure our Directors have the necessary expertise in sustainable development relevant to SBS Transit's operations, all directors have participated in a comprehensive one-time training as part of our Board Training Programme, titled "Environment, Social and Governance Essentials". Additionally, in 2024, the entire Board participated in a training programme curated by LTA, "Sustainable Urban Transport Planning and Strategies", which covered topics such as sustainable public transport systems and the use of innovative technologies, including electric buses and autonomous vehicles.

In the spirit of continuous improvement, the Chairman, who leads the NRC, has encouraged Directors to suggest any relevant training modules to Management. In addition, the company secretariat offers topical training programmes relevant to the Directors on an ad-hoc basis.

#### Our 2024 Performance

In 2024, SBS Transit continued to be recognised for its excellence in governance and sustainability disclosures. At the Singapore Corporate Awards, we received the Best Investor Relations Award (Silver). We were also honoured at the SIAS Investors' Choice Awards with the Singapore Corporate Governance Award, Singapore Corporate Sustainability Award, Shareholder Communications Excellence Award, and the Most Transparent Company Award in the Industrials category. Additionally, we were recognised in the SBR National Business Awards within the Transportation category. These accolades underscore SBS Transit's ongoing commitment to transparency, accountability, and excellence in corporate governance and sustainability practices. SBS Transit continued to excel in the 2024 Singapore Governance and Transparency Index, which evaluates the transparency, accessibility, timeliness, and quality of corporate governance practices and disclosures among listed companies. Achieving a score of 94 points, SBS Transit ranked 22<sup>nd</sup>, placing us within the top 5% of listed companies assessed, further highlighting our dedication to strong governance and transparency.

## ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

### BUSINESS INTEGRITY AND CORPORATE GOVERNANCE

#### GRI 2-9: GOVERNANCE STRUCTURE AND COMPOSITION, 405-1: DIVERSITY OF GOVERNANCE BODIES

DIVERSITY OF GOVERNANCE BODIES	
Percentage of independent non-executive director	7
Percentage of non-independent non-executive director	2
Percentage of non-independent executive director	2
BOARD DIVERSITY	
Female	3
Male	8
DIRECTORS' LENGTH OF SERVICE	
Served < 9 years	11

The members of our Board of Directors can be found on our website here:

<https://www.sbstransit.com.sg/home/boardofdirectors>

#### GRI 2-9: COMPETENCIES OF THE BOARD RELEVANT TO THE IMPACTS OF THE ORGANISATION

EXPERIENCE, EXPERTISE, OR ATTRIBUTE	BOB TAN	CHENG SIAK KIAN	DESMOND CHOO	PATRICK DANIEL	SUSAN KONG	CONSTANCE KOH	CHRISTINA LIM	TAN KIM SIEW	EDWIN YEO	JEFFREY SIM	LIM TIEN HOCK
Accounting & Finance	✓			✓	✓	✓		✓	✓		
Business and Management	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
Industry	✓	✓		✓				✓	✓	✓	✓
Strategic Planning	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
Corporate Governance	✓		✓	✓	✓	✓				✓	✓
Trade Union	✓		✓	✓						✓	✓
Human Resource Management	✓				✓	✓			✓		✓
Legal and Regulatory					✓	✓			✓		
Government		✓	✓	✓				✓			
Communications			✓	✓							
Sustainability	✓			✓					✓		✓
Engineering				✓			✓	✓	✓	✓	
Training and Education	✓		✓	✓			✓		✓	✓	✓
Risk Management	✓		✓	✓	✓	✓			✓	✓	✓
IT								✓	✓	✓	
Cybersecurity		✓						✓	✓	✓	
Diversity, Equity & Inclusion	✓			✓	✓				✓		✓
Customer Experience	✓			✓					✓	✓	✓

#### Looking Forward

We will continue to uphold our corporate governance framework to protect the long-term interests of our shareholders by ensuring that decisions align with the well-being of the company and its stakeholders. Furthermore, we commit to promoting diversity among our Board members, and to ensuring robust governance practices in line with the Monetary Authority of Singapore's 2018 Code of Corporate Governance.

## ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

### BUSINESS INTEGRITY AND CORPORATE GOVERNANCE

#### REGULATORY AND COMPLIANCE, ANTI-CORRUPTION AND ANTI-BRIBERY

We are committed to maintaining a culture of integrity, where any form of fraudulent or corrupt activity is strictly prohibited and intolerable. To ensure adherence to regulations, we have established a Code of Business Conduct that sets forth the principles and policies all employees and third parties acting on behalf of the company must follow. This Code incorporates stringent anti-corruption and anti-bribery measures, with a zero-tolerance policy for fraud and the improper use of monetary favours, gifts, or entertainment. We strongly encourage employees to avoid situations that could result in actual, potential, or perceived conflicts of interest. In cases of potential conflicts, employees must disclose them to their immediate supervisors and recuse themselves from the decision-making process.

##### Anti-Corruption Processes

All employees are required to complete the annual Code of Business Conduct refresher training. The training includes a compliance declaration that also requires employees to promptly report any investigations or charges brought against them by the authorities.

To ensure our supply chain partners uphold the same standards, suppliers are required to comply with our Supplier Code of Conduct. Any suppliers found engaging in fraudulent activities, corrupt practices, or non-compliance with our Code will face termination of future engagements. The Group Internal Audit team conducts regular audits to ensure the operational integrity of the Code of Conduct and anti-corruption measures.

##### Whistleblowing Policy

Our Whistleblowing Policy establishes clear and accessible channels for employees to confidentially report concerns related to potential financial improprieties or other improper business conduct without fear of any adverse consequences. Employees can also report incidents directly through the company's intranet link to the Chairperson of the ARC and/or the ComfortDelGro Group Chief Internal Audit Officer. All reported cases are promptly and thoroughly investigated and addressed. The Group Chief Internal Audit Officer records all whistleblowing incidents and reports them to the ARC.

#### Conflict of Interest Policy

Our commitment to business integrity is reinforced by our Group's Conflict of Interest policy, which promotes a culture of ethics and integrity among all representatives of SBS Transit. This policy provides guidelines for handling gifts, emphasising the Group's stance against using gifts or entertainment to gain undue advantage in business relationships. It prohibits the solicitation of gifts, seeking favours, or preferential terms for personal benefit from business partners. Employees are not allowed to offer or accept any gifts or entertainment without their supervisor's authorisation. Business gifts and entertainment on behalf of the Group must align with our highest ethical standards and relevant laws and should only serve to achieve business objectives.

Employees are to declare any potential conflicts of interest to HR during their employment. New hires must declare any conflicts upon onboarding, with these declarations reported to direct superiors, the Head of the Business Unit, and the Group Chief HR Officer. Additionally, employees involved in supplier onboarding, purchase requisitions, tender evaluations, and awards are reminded to make such declarations. To maintain awareness of avoiding conflicts of interest and ensuring fair business dealings, we conduct an annual declaration exercise, requiring all relevant employees to complete a mandatory declaration.

Furthermore, our procurement team is required to make an annual declaration on conflicts of interest and attend a "Procurement Fraud Prevention and Detection" workshop within their first two years of service. Employees who find themselves facing actual, potential or perceived conflicts of interest are required to immediately submit a declaration of conflicts of interest via the company's intranet.

#### Our 2024 Performance and Looking Forward

In 2024, SBS Transit maintained full compliance with laws and regulations, with zero instances of non-compliance resulting in sanctions, fines, or legal actions related to anti-competitive behaviour, antitrust law violations, or monopoly legislation. For further details, please refer to Appendix 1: GRI Index, GRI2-27, 206-1, and Appendix 2: SASB Index, SASB Rail Transportation TR-RA-520a.1.

We are proud to have upheld our stringent anti-bribery and corruption policies. In 2024, there were zero cases of corruption, no incidents of employee dismissal or disciplinary action for corruption, and no public legal cases related to corruption involving SBS Transit or our employees. Additionally, there were no incidents of contract termination or non-renewal with business partners due to corruption violations.

## ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

### BUSINESS INTEGRITY AND CORPORATE GOVERNANCE

Our comprehensive whistleblowing policy, readily accessible on our website to both internal and external stakeholders, supports our commitment to transparency, accountability, and trust. To this end, the SBS Transit Alert Line remains a confidential platform for reporting actual or potential non-compliance with legal standards or our internal policies, ensuring individuals can continue to raise concerns without fear of discrimination or retaliation.

In 2024, six whistleblowing cases were reported through our whistleblowing channel to the ARC. Of these, one case was assigned to Group Internal Audit for investigation, but the allegation was ultimately unsubstantiated. The remaining five cases, involved operational matters that did not have bearing

on ethical standards or corporate integrity, were investigated and resolved by management. Protecting whistleblowers remains a top priority, and we are dedicated to enforcing appropriate consequences for any violations, thereby reinforcing our ethical standards and corporate integrity.

SBS Transit continues to enforce a zero-tolerance policy towards fraud and corruption, expecting all employees to adhere to high standards of professionalism and integrity. We are committed to complying with all applicable regulatory requirements regarding anti-corruption and anti-bribery practices and continuously seek to enhance our internal controls and compliance measures to prevent future incidents of corruption and fraud.

#### GRI 205-1: OPERATIONS ASSESSED FOR RISK RELATED TO CORRUPTION

Total number of operations	All
Total operations assessed for risks relating to corruption	All
Percentage of operations assessed for risks relating to corruption	100%

#### GRI 205-2: COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES

	GOVERNANCE BODY	SENIOR MANAGEMENT	MANAGEMENT	PROFESSIONALS	NON-EXECUTIVES
Total number of persons	11	61	183	740	8,625
Percentage that the organisation's anti-corruption policies and procedures have been communicated to	100%	100%	100%	100%	100%
Percentage that received training on anti-corruption	100%	100%	100%	100%	100%

#### GRI 205-2: COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES

Total number of business partners	1,363
Total number of business partners that the organisation anti-corruption policies and procedures have been communicated to	1,363
Total percentage of business partners that the organisation anti-corruption policies and procedures have been communicated to	100%

## ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

### BUSINESS INTEGRITY AND CORPORATE GOVERNANCE

#### RISK MANAGEMENT

Effective risk management is a critical component of our business strategy, enabling us to identify, analyse, and proactively address potential threats to our operations. Our risk management approach incorporates ESG factors and climate-related risks. By recognising these risks early, we can implement measures to mitigate uncertainties and minimise their impact.

Acknowledging the significance of risk management, the Risk and Sustainability Steering Committee, collaborates closely with all business units to ensure the implementation of the Risk Management Framework across the organisation. Led by the Group CEO and comprising members from key divisions, the RSC provides bi-annual reports on enterprise risks updates to the Audit Risk Committee (ARC) and the Board.

To uphold effective risk management practices, our Internal and External Auditors conduct regular reviews, and any non-compliance or recommendations for improving on the internal controls are reported to the ARC.

SBS Transit's risk management approach is grounded in the following principles:

1. Foster and promote risk awareness among employees by integrating risk management into daily operations and establishing management-level commitment. We provide ongoing education, training, and exercises on risk management to cultivate a risk-centric culture.
2. Assign clear ownership and accountability for risk management processes to designated risk owners. Managers at all levels are expected to understand their business areas well and take responsibility for the implementation of risk management, while senior management maintains overall stewardship.
3. Regularly review and update risk identification, risk assessment, risk mitigation controls, and key risk indicators every six months to proactively manage risks within their risk appetite.

Our risk management process involves conducting risk screening across our operations and value chain through our climate scenario analysis and value chain analysis (as seen in our Climate Change Adaption and Mitigation section of the Sustainability Report) to identify key and emerging risks, updating our risk inventory, prioritising pertinent climate-related risks in relation to other organisational risks identified, and developing the appropriate risk controls and action plans. The risk inventory, risk indicators and any adaptation or risk mitigation action plans are regularly reviewed and reported as part of SBS Transit's overall risk management process, aligning to our Risk Management Framework.

#### Looking Forward

Moving forward, we will strive to uphold our dedication to assess and report on risks, as well as enhance our risk management system. We will persist in the development and execution of mitigation and action plans to safeguard our operations, services, and financial performance.





## ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

### RESPONSIBLE SUPPLY CHAIN AND PARTNERSHIP

## Responsible Supply Chain and Partnership

Building a sustainable and ethical supply chain through responsible procurement that prioritise transparency, compliance, social responsibility, and environmental sustainability across all our partners

Ensuring that our supply chain partners align with our internal standards of transparency, compliance, social responsibility, and environmental sustainability is of the highest importance to us. Thus, we actively manage our supply chain by implementing initiatives to ensure responsible and accountable procurement processes.

SBS Transit requires all tenderers and suppliers to declare their adherence to the **Supplier Code of Conduct**. This code sets out our expectations regarding compliance with laws and regulations, fair business practices, ethical conduct, social responsibility, and environmental sustainability. In 2024, we further enhanced our Supplier Code of Conduct on matters related to Environmental management, accounting for the responsible and efficient consumption of resources, avoidance of deforestation, and avoidance of biodiversity loss among our suppliers. This ensures that our partners and suppliers conduct their operations aligning with our environmental targets and sustainability practices, including adherence to internal policies, such as our Group level **Biodiversity Policy**. Together, we strive to achieve our collective ambitions on resource efficiency and environmental sustainability.

SBS Transit has established an ESG assessment, which is mandatory for all suppliers participating in Requests for Proposals with an award value of more than \$500,000. This assessment evaluates suppliers based on their policies, achievements, and disclosures, identifying any non-compliance with relevant ESG standards.

#### Our 2024 Performance and Looking Forward

In 2024, we engaged with a total of 1,363 suppliers, including 130 new additions to our procurement system. To ensure alignment with our **Supplier Code of Conduct**, 97.9% of these suppliers underwent screening based on environmental and social criteria, up from 96.5% in 2023. None of our screened suppliers have been identified to have significant actual or potential negative environmental or social impacts. For additional information, please refer to Appendix 1: GRI Index, GRI 308 and 414.

As part of our commitment to upholding the Supplier Code of Conduct, we onboarded all new suppliers through our procurement system. This process allows us to effectively communicate our compliance expectations regarding applicable laws, regulations, and policies in our operating environment. We ensure that we engage only with suppliers who demonstrate adherence to our policies.





## ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

### R&D, TECHNOLOGY, AND INNOVATION

## R&D, Technology, and Innovation

Driving innovation in public transport through research, technology, and strategic partnerships, supported by a culture of continuous improvement

Our commitment to deliver outstanding public transport services is evident in our ongoing investments in research and development (R&D), technology, and innovation. Beyond digitalising our operations and transitioning from manual processes, we actively seek to explore and champion new technologies to enhance efficiency, safety, reliability, and sustainability. Our efforts are guided by a five-year technology roadmap developed with internal and external stakeholders, ensuring strategic alignment with business objectives and long-term sustainability.

A culture of innovation is fostered through the driv-E programme that was launched in 2021. The name "driv-E" aptly reflects our core business in both bus and rail operations, while also symbolising a company-wide commitment to continuous improvement and providing safe, reliable journeys for our commuters. To further drive innovation and excellence, employees are empowered to lead projects that contribute to process excellence and continuous improvement.

We actively collaborate with our ecosystem of partners through strategic Memoranda of Understanding (MOUs). In 2024, we signed 35 new MOUs to establish partnerships that drive innovation, foster joint research, and accelerate the development of cutting-edge solutions. For example:

- **MOU with CRRC Qingdao Sifang:** To enhance DTL train reliability, a health management system trial is underway with CRRC. This system uses advanced analytics to monitor train components in real-time, proactively identifying potential faults and minimising disruptions.
- **MOU with Hitachi Rail:** An integrated smart system, utilising AI and data analytics, is under development with Hitachi Rail to optimise station management. The system provides real-time crowd insights and security alerts, enabling better crowd control and station safety.
- **MOU with Singapore Institute of Technology:** A Living Lab and Innovation Hub, designed to co-create solutions, is being established with the Singapore Institute of Technology to foster innovation. This collaboration will create a space for co-creating solutions, fostering positive change within the sector and beyond.

## ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

### R&D, TECHNOLOGY, AND INNOVATION

#### Mobility Innovation Centre

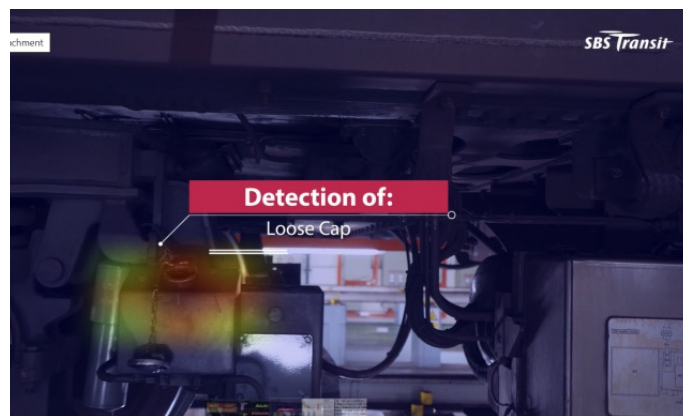
Officially launched in 2024, the SBS Transit Mobility Innovation Centre (MINNOVA) serves as an innovation hub where local start-ups, SMEs, academia, industry leaders, and government agencies can collaborate to network, brainstorm, and co-create innovative solutions for challenges in the public transport industry. MINNOVA has played a key role in the development of technologies such as the MR-2, a multi-role robot that autonomously patrols bus interchanges and MRT stations to detect security concerns and perform cleaning duties. Another example is the Rail Incident Management System, designed to enhance customer experience during train service delays or disruptions using AI and data analytics by keeping passengers up to date on the latest service disruption information, recommend alternative travel options based on their locations and offer navigation direction to station exits.



Ms Low Yen Ling, Senior Minister of State, Ministry of Trade and Industry and Ministry of Culture, Community, and the Youth (left) and Mr Jeffrey Sim, Group CEO of SBS Transit (right) at the launch of MINNOVA.

#### Automating with Artificial Intelligence

SBS Transit is driving operational efficiency through the integration of Artificial Intelligence (AI). For train maintenance, the AI-enabled robotic dog (AVATAR) automates saloon and underframe inspections, resulting in faster, more accurate, and reliable processes.



AVATAR, an autonomous, AI-enabled robotic dog that assists with saloon inspections and underframe checks.

In safety and security, our video analytics-based Track Intrusion Detection System (Vanguard) has earned industry recognition, at the LTA Public Transport Safety and Security Awards 2024. Vanguard is now deployed across all 29 SPLRT stations.

Beyond these advancements, SBS Transit is actively implementing other AI-driven solutions, including a custom generative AI model for maintenance work order notes, predictive maintenance for equipment, AI-powered customer service chatbots, and intelligent timetable optimisation systems.

#### Future-Ready Training with Extended Reality

SBS Transit began implementing Virtual Reality (VR) training in 2023, starting with immersive railway safety scenarios. Building on this success, in 2024, we expanded VR training to Track Protection Officers, enabling them to practice critical safety procedures in hazardous environments.

We also developed and deployed a Mixed Reality (MR) Light Rail Vehicle (LRV) prototype, training over 20 LRV operators. Looking ahead, we will explore the potential of integrating wearable technology, and AI-powered role-playing to further improve training effectiveness and efficiency.

## ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

### R&D, TECHNOLOGY, AND INNOVATION

#### Driving Rail Innovation through Digitalisation

SBS Transit continues to lead the industry in its digitalisation efforts. Our pioneering Rail Rover, a first-of-its-kind automated motorised multi-function track trolley with a modular design, has achieved 83% efficiency savings and significantly enhances rail network safety.

The Rail Rover accomplishes this by:

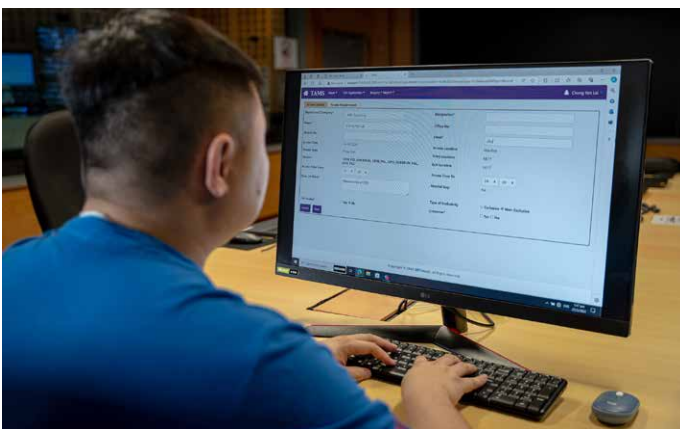
- Utilising ultrasonic capabilities to detect internal rail defects invisible to the human eye
- Employing laser technologies to precisely measure track geometry and third-rail alignment
- Assisting with third rail inspection, rail wear measurement, and fastener detection
- Monitoring third rail structural clearance and detecting water seepage in tunnels.
- Enabling timely maintenance to improve rail safety

Further demonstrating our commitment to digital solutions, the Track Access Management System (TAMS), fully implemented in 2024 for DTL and NEL stations and NEL Depot, saves over 35,000 sheets of paper annually. This in-house solution, developed to digitalise track access management and improve overall efficiency and workplace safety, also garnered industry recognition, winning the Singapore Business Review Technology Excellence Awards 2024 and the OpenGov Asia Recognition of Excellence 2024 Award. We will continue expanding TAMS implementation to SPLRT stations in 2025.

#### Our 2024 Performance and Looking Forward

We are committed to continuously exploring and integrating cutting-edge technologies to optimise resources and enhance operational efficiency and performance. This dedication is exemplified by the launch of MINNOVA, which serves as a vibrant hub for incubating innovative ideas and fostering close collaboration with ecosystem partners. Our commitment to discovering groundbreaking solutions that address the challenges faced by the public transport industry has also been recognised with various awards.

As we move forward, we remain steadfast in our commitment to integrating emerging technologies, such as AI, VR, and mixed reality, into our operations and training programs. This strategic approach not only enhances our service delivery but also ensures that we continue to meet the evolving needs of our commuters in a dynamic and ever-changing environment.



The Track Access Management System is a digitised in-house solution that enhances efficiency and safety in track access applications.



## ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

### CYBERSECURITY, DATA GOVERNANCE AND PRIVACY

#### Cybersecurity, Data Governance and Privacy

Reinforcing our commitment to data privacy and security through robust cybersecurity measures and proactive data protection strategies



SBS Transit recognises the benefits of digitalisation for remote work, including cost efficiency, time savings, and productivity. However, it is imperative that we strengthen our defences against increasing cyber threats, attacks, and scams to protect assets and customer data. SBS Transit remains dedicated to fulfilling legal obligations concerning the collection, use, and disclosure of personal information. Efforts are ongoing to enhance internal capabilities to safeguard data, assets, and information.

Our cybersecurity governance framework encompassed both Information Technology (IT) and Operational Technology (OT) systems to protect our information assets and data to prevent security breaches. To ensure confidentiality, integrity, and ongoing availability of information and infrastructure, we comply to the highest security standards stipulated by local legislation, regulations, and industry i.e., Cybersecurity Amendment Act, Cybersecurity Code of Practice Second Edition Revision One for Critical Information Infrastructure, Land Transport Code of Practice 8, and Personal Data Protection Act.

#### Compliance with Cybersecurity Act

As a Critical Information Infrastructure Organisation (CIIO) under the Cybersecurity Act 2018, SBS Transit prioritises robust cyber-physical security, governance, and system resiliency to protect our bus and rail operation systems. Our comprehensive cybersecurity strategy, aligned with the Cybersecurity Act and LTA's recommendations, focuses on a framework of people, processes, and technology to manage both operational and information technology systems. This strategy ensures we can identify, address, and mitigate IT and OT system risks while complying with and enhancing data security requirements. Furthermore, we employ automated tools and regular practices like training, assessments, and audits to mitigate cybersecurity risks and minimise potential impacts like data breaches and reputational damage.

To cultivate a strong security culture, we regularly communicate with employees through bulletins, briefings, and specialised training sessions, raising awareness of personal data protection and data breach procedures. Our data security commitment is evident in our consistent compliance record and lack of major breaches, reflecting responsible data handling, stakeholder trust, and ongoing efforts to strengthen our cybersecurity, including collaboration with authorities to reduce cyber threats.



## ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

### CYBERSECURITY, DATA GOVERNANCE AND PRIVACY

#### Cybersecurity Awareness Training

From comprehensive training to rigorous audits, SBS Transit prioritises a holistic approach to cybersecurity awareness and risk mitigation. All employees and contractors with access privileges receive mandatory cybersecurity awareness training aligned with the CSA Cybersecurity Code of Practice. Additionally, annual phishing simulations hone their ability to identify and react to cyber threats effectively. Beyond training, we actively engage independent cybersecurity experts to conduct regular audits of our CISO, ensuring our policies and practices remain relevant and effective. This multi-pronged strategy empowers our workforce and strengthens our defences against evolving cyber risks.

#### Annual Computer Emergency Response Blue Team Training

Team members are assigned and briefed on their roles and responsibilities during the cyber-range exercises. The objective of the blue team training is to ascertain the effectiveness of our Cybersecurity Incident Management Procedures according to the cybersecurity standards set out in the CSA Cyber Security Code of Practice and LTA Code of Practice for Cyber Security Incident Management Procedures in MRT systems.

#### Cybersecurity Table-Top Exercise

The cyber team carries out four table-top exercises annually for critical IT and OT systems to validate our Cybersecurity Incident Management Plan capabilities and operational processes to respond and recover from a major unforeseen disruption and ensuring business continuity in our operations. Our cybersecurity scenarios are rotated annually to simulate different types of cyber-attack such as ransomware attack, website defacement and distributed denial-of-service attack and major network failure in our environment. In addition, we participate in external Table-Top exercises at the national and sectional level annually.

#### Data Protection Trustmark Certification

As a leading public transport operator, we prioritise data privacy and continuously innovate to ensure data security in an increasingly digital world. This year, we are proud to announce that SBS Transit is the only public transport operator in Singapore to receive the Data Protection Trustmark for both our Bus and Rail operations. This certification from the Infocomm Media Development Authority highlights our commitment to responsible data protection practices and compliance with Singapore's Personal Data Protection Act.

#### Our 2024 Performance and Looking Forward

We constantly strive to maintain zero breaches to the Cybersecurity Act. In the year 2024, there were no major incidents of breaches and no substantiated complaints concerning breaches of customer privacy and losses of customer data. Our policies undergo a continuous review process to incorporate new requirements and measures aimed at enhancing the protection of our information and assets.

In addition, our regular audits on our IT and OT systems track the effectiveness of our actions and initiatives. We have reduced the number of non-conformities identified through audits to 10% for our IT systems, and we aim to achieve this for our OT systems moving forward. For more detailed information, please refer to Appendix 1: GRI Index, GRI418-1.

## ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

### ASSET PROTECTION AND SECURITY

## Asset Protection and Security

Safeguarding our assets through robust security measures and proactive vigilance



As a public transport operator, SBS Transit operates using assets and infrastructure owned by LTA. We take responsibility to implement controls and take necessary measures to ensure their protection and security in our daily operations.

We are committed to enhance asset management capabilities through continuous performance monitoring. To ensure staff readiness in handling security threats, the company conducts internal audits, red teaming exercises, and inspections regularly. All activities strictly comply with LTA's regulatory Codes of Practice. The covert red teaming exercises simulate real-world intrusions to evaluate security measures and test the effectiveness of protective strategies from an adversarial perspective. All our employees are required to attend our in-house Threat-Oriented Person Screening Integrated System (TOPSIS) programme, which aims to enhance situational awareness against potential threats.

Our Asset Management System Manual, reviewed and assessed annually, guides our measures and actions. Our Asset Management Policies, aligned with ISO55001:2014 Asset Management standards, and our Asset Management and Safety and Health Policy, provide employees with clear expectations and procedures for safeguarding our assets.

Regular internal audits, and external audits (by LTA) are conducted to ensure that our assets are maintained in accordance with the required standards. In addition, our engineering team oversees plans to achieve goals as set out within our Rail Asset Management Policy, including review of proposals for maintenance and renewal of our rail assets.

### Security Symposium

Every year, we organise an internal Security Conference to continuously instill security awareness into all our frontline staff, ensuring they are updated on current security threats in an evolving security environment. In 2024, we launched the inaugural Security Symposium, bringing together vendors and partners to share the latest security technology and to recognise and award vigilant staff and partners. At the symposium, we established new partnerships by signing four MOUs with Weston Robot, Talonz Technologies, the Security Solutions Association of Singapore, and Temasek Polytechnic. These collaborations aim to deploy advanced technologies to enhance public transport security and develop training programmes to elevate the professionalism of public transport security officers. For example:

- **MOU with Talonz Technologies:** To leverage Talonz Technologies' extensive experience in installing and upgrading CCTV systems, as well as exploring and integrating other advanced security technologies, to address SBS Transit's evolving security concerns.
- **MOU with Weston Robots:** To leverage advanced robotics and automation technologies aimed at enhancing operational efficiency, security, and sustainability within the public transport sector.

## ENSURING ETHICAL BUSINESS AND STRONG GOVERNANCE PRACTICES

### ASSET PROTECTION AND SAFETY

- **MOU with Temasek Polytechnic (TP):** To enhance training opportunities and programmes between TP and SBS Transit

We invited our technology vendors to showcase their latest technologies being trialled or implemented at our premises. During the event, we also presented our internal Annual TOPSIS Award, recognising staff and contractors for their vigilance throughout the previous year. We aim to foster a future where collaboration and technology work in tandem to ensure our transport networks remain safe, secure, and resilient.

#### Technology Innovation

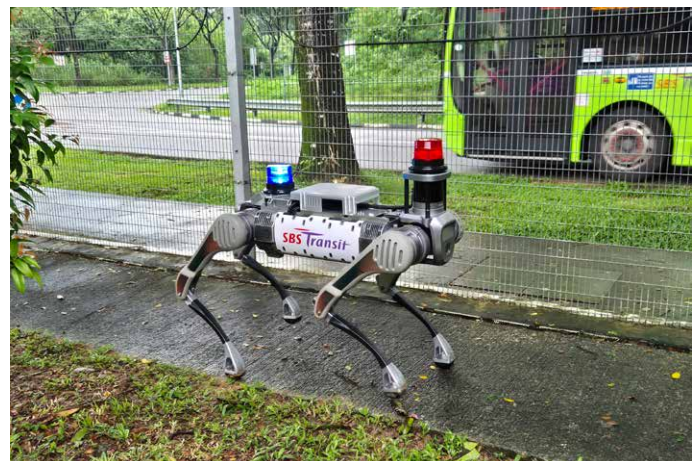
Our commitment to security involves the ongoing exploration of innovative technologies that complement our existing measures. To this end, we have implemented a Video Analytics system at our bus depots. This system triggers

with perimeter video surveillance cameras, adds an extra layer of security by creating lists of both blacklisted and authorised vehicles, allowing for controlled access.

Lastly, we introduced MARS (Mobile Autonomous Robotic Surveillance) at Seletar Bus Depot, an AI-enabled robotic dog equipped with advanced vision capabilities to navigate stairs and complex terrains while patrolling the depot for signs of intrusion and ensuring its security. To ensure safer commutes, SENTINEL, a smart security system, consolidates data from mobile CCTVs and security robots at our transport hub into a unified platform, providing security officers with real-time alerts and enabling rapid incident response.



Mr Baey Yam Keng, Senior Parliamentary Secretary for Ministry of Transport and Ministry of Sustainability and Environment (right), together with Mr Jeffrey Sim, Group CEO of SBS Transit (left), explored some of the latest security innovations available at the Symposium.



Meet MARS, the first-of-its-kind AI-enabled robotic dog currently being trialled at Seletar Bus Depot for intrusion detection.

alarms upon the detection of people, motorcycles, or bicycles crossing into predefined alert zones, enabling continuous, 24/7 monitoring of unauthorised entry and intrusion.

An Automatic License Plate Recognition (ALPR) system has been trialled at the bus depot, reading and recording the registration of all vehicles entering and exiting. This enables efficient access control for authorised vehicles and facilitates vehicle tracking within the depot. Deploying ALPR, coupled

#### Looking Forward

Looking ahead, our goal is to maintain 100% completion rate for TOPSIS training in 2025, ensuring that all staff acquire the essential skills and knowledge needed to effectively protect our assets. Additionally, we will continue to cultivate a security-aware environment among our tenants and contractors, emphasising their important role as supplementary observers while on our premises.